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About NewYork-Presbyterian Hospital

NewYork-Presbyterian Hospital, based in New York City, is the nation’s largest not-for-profit, non-sectarian hospital, with 2,242 beds. The Hospital has nearly two million inpatient and outpatient visits in a year, including more than 230,000 visits to its emergency departments —more than any other area hospital. NewYork-Presbyterian provides state-of-the-art inpatient, ambulatory, and preventive care in all areas of medicine at five major centers: NewYork-Presbyterian Hospital/Weill Cornell Medical Center, NewYork-Presbyterian Hospital/ Columbia University Medical Center, Morgan Stanley Children’s Hospital of NewYork-Presbyterian, The Allen Pavilion of NewYork-Presbyterian Hospital, and the Westchester Division of NewYork-Presbyterian Hospital. One of the largest and most comprehensive healthcare institutions in the world, the Hospital is committed to excellence in patient care, research, education, and community service. It ranks sixth in U.S. News & World Report’s guide to “America’s Best Hospitals,” ranks first on New York magazine’s “Best Hospitals” survey, has the greatest number of physicians listed in New York magazine’s “Best Doctors” issue, and is included among Solucient’s top 15 major teaching hospitals. The Hospital’s mortality rates are among the lowest for heart attack and heart failure in the country, according to a 2007 U.S. Department of Health and Human Services report card. The Hospital has academic affiliations with two of the nation’s leading medical colleges: Weill Cornell Medical College and Columbia University College of Physicians and Surgeons.

For more information about NewYork-Presbyterian Hospital, visit www.nyp.org.

On the cover, clockwise, from left: From the expert care they provide to patients to the roles they play as mentors and multidisciplinary team members, Florence Bautista, RN, Adult Chemotherapy Nurse; Karin Swiencki, RN, Oncology Clinical Nurse Specialist (at left in photo); and Rebecca Vogel, RN, Women and Children’s Health Nursing, personify nursing excellence at NewYork-Presbyterian Hospital.
WELCOME

In 2007-2008, the Department of Nursing at NewYork-Presbyterian Hospital continued to fulfill its promise of *We Put Patients First* through consistency in quality, safety, and service. The myriad and daily contributions of a dedicated and committed professional staff of more than 4,500 Registered Nurses support the Department’s mission to provide the highest quality patient-centered care. This is achieved by promoting a culture of caring, empathy and safety; educating both patients and families; utilizing evidence-based practice; and promoting professional nursing development and advancement.

Wilhelmina M. Manzano, MA, RN, NEA-BC
Senior Vice President and Chief Nursing Officer
NewYork-Presbyterian Hospital
Department of Nursing

The Department of Nursing includes centralized and decentralized structures and functions. The Department’s governance model adheres to the American Nurses Association’s *Scope and Standards for Nurse Administrators*. The Chief Nursing Officer is ultimately responsible for the provision of nursing care across the Hospital’s five sites and provides leadership to the Vice Presidents of Nursing and Patient Care Services at each of the sites. Reporting to the Vice Presidents are Directors of Nursing who are responsible for patient care in their respective areas. The Patient Care Directors are the front-line managers responsible for the daily operations of each patient care unit.

The Office of the Chief Nursing Officer oversees the centralized functions of the Department’s Center for Professional Nursing Practice, which include the areas of professional nursing practice, nursing informatics, patient and family education, research, quality assurance and performance improvement, nursing education, continuing education affiliations, and credentialing. The Center for Professional Nursing Practice is led by Directors of Nursing who work closely with all nursing leadership and staff and continue to advance nursing practice and improve patient outcomes.

In the past year, the Department developed and implemented an ambitious agenda on quality and patient-centered care initiatives and programs to address the ongoing challenges of recruitment and retention. Following are highlights of our accomplishments and the challenges we must overcome going forward.

**Measures of Achievement**

**Patient Care** Our nursing force continues to provide excellent patient care throughout NewYork-Presbyterian Hospital. Efforts surrounding patient-centered care and the *We Put Patients First* philosophy have improved patient satisfaction scores consistently over the last few years.

Our nursing staff have a key role in fostering patient safety through their participation in all Hospital initiatives that are designed to achieve a culture of high-reliability in quality, safety, and service, and provide our patients and their families with an outstanding environment of care. One initiative, launched in January 2008, is Patient Safety Fridays. This Hospital-wide, multidisciplinary effort provides an important focus on clinical and environmental issues, enabling staff to quickly and efficiently identify and correct gaps in safety and procedures.

The incidence of pressure ulcers, an important
indicator of the quality of nursing, has decreased across all of our acute care sites. As of September 2008, the Hospital’s acquired pressure ulcer prevalence rate had decreased by 27.9 percent over 2007. Falls have decreased by 50 percent since the Department of Nursing implemented a Fall and Injury Risk Assessment Tool in 2004. We are proud of the work done to achieve these significant reductions, but continue to strive to achieve better outcomes.

**Information Technology**  Nursing leadership in partnership with Information Technology staff has helped to implement advanced technology to improve patient care. For example, great strides have been made in the last year in the use of electronic nursing documentation. In addition, The Allen Pavilion has rolled out the IntelliDOT bar coding system—a technology that allows for greater safety and efficiency with medication administration and supports clinical care and documentation at the bedside.

**Promoting Professional Development**  Two years ago we established a partnership with New York University Wagner Graduate School of Public Service to offer a Master of Science in Management: Concentration for Nurse Leaders. The first cohort of 25 Patient Care Directors, educators, and staff nurses began the program in September 2007 and completed their first year in June 2008; a second group of 20 began the program in September 2008. The new graduate degree includes customized core courses using real nursing management case studies. The
NewYork-Presbyterian Participates in National Discussion on Nursing Shortage

On Friday, October 24, 2008, Wilhelmina M. Manzano, MA, RN, NEA-BC, Senior Vice President and Chief Nursing Officer, and several nurses from NewYork-Presbyterian Hospital, were featured on the Emmy Award–winning news magazine NOW on PBS for a segment which explored the nursing shortage and innovative measures aimed at reversing the trend.

Sponsored by a grant from the Barbara and Donald Jonas Family Fund, the program entitled “Are We Headed for a Nursing Crisis?” profiled NewYork-Presbyterian nurses at work and highlighted NewYork-Presbyterian as a model for success in retention and recruitment. The show includes a diary by Joannie Welsh, a new nurse who chronicles her first days working at NewYork-Presbyterian Hospital.

Following is an excerpt of the interview with NOW host, veteran journalist David Brancaccio.

Brancaccio: About 25 percent of new nurses in the U.S. drop out in the first year. Willie Manzano says mentoring and special classes have dramatically cut the dropout rate at NewYork-Presbyterian, and reduced it well below the national average. And where does nursing pay fit into this?

Manzano: I’d be the first one to argue, let’s pay them great amounts of money. At the end of the day, that’s not what’s going to keep them here. It’s really structures, systems, and support that we put in place to make the nurses feel that this is where they belong and where they can feel fulfilled, both personally and professionally.

Brancaccio: But healthcare experts say there are good arguments that dealing smartly with nursing in America could save money in other ways. Willie Manzano at NewYork-Presbyterian says this point is much debated, but she sees cost versus savings when it comes to nurses this way:

Manzano: The investments that you make to ensure that you have the right staff, the right number of people, really will save lives because you’re preventing complications, you’re preventing medical errors, and you’re also making sure that you have the right people who can take care of patients every single day.

To view the segment or to read the full transcript, go to www.pbs.org/now/shows/442/transcript
NewYork-Presbyterian through October year to date 2008 is 6.86 percent, comparing favorably with national and New York State rates of 14.2 percent and 13 percent respectively in 2007.

**Furthering Education** The Department of Nursing has played a critical role in decreasing turnover with initiatives such as the post-baccalaureate UHC Nursing Residency Program at NewYork-Presbyterian Hospital/Weill Cornell Medical Center and the Nursing Residency Programs funded by the Jonas Center for Nursing Excellence at NewYork-Presbyterian Hospital/Columbia University Medical Center, The Allen Pavilion, and Morgan Stanley Children’s Hospital.

A comprehensive continuing education program for nurses promotes professional development at NewYork-Presbyterian and in the tri-state nursing community. Among the professional development opportunities offered are professional certification exam review courses and core courses in specialty areas such as critical care and pediatrics.

**Looking to the Future**

In February 2008, the Hospital’s Nursing Board held its first day-long Strategic Planning Retreat. More than 30 Nursing Board members working in groups addressed strategic and tactical goals toward advancing nursing programs and professional practice at NewYork-Presbyterian. These goals include:

- People development through continuing education, competency assessment programs, and leadership development
- Advancing care through continuing efforts around evidence-based practice
- Enhancing collaborations with medical staff
- Increasing financial and operational strength through lower vacancy and turnover rates, reduction on the reliance of supplemental staffing, and improved efficiency and throughput
- Serving the community through ongoing community outreach
- Strengthening school affiliations

Cross-campus nursing leadership groups will focus on implementing the strategic plan and goals identified with input from the professional nursing staff.

This 2007-2008 Annual Outcomes Report further highlights the Department’s key accomplishments and initiatives of the past year, and provides a summary of the results of our patient care and quality efforts.

**Wilhelmina M. Manzano, MA, RN, NEA-BC**

Senior Vice President and Chief Nursing Officer
NewYork-Presbyterian Hospital
As a member of the healthcare team of the High Risk Antepartum Unit at NewYork-Presbyterian/Weill Cornell, Clinical Excellence Award recipient Daisy Mercado, RN, provides compassionate and skilled care to expectant mothers who are having difficult pregnancies.

Department of Nursing: An Overview

Nursing care at NewYork-Presbyterian Hospital is provided to patients of all ages in inpatient, outpatient, and emergency settings in collaboration with other members of the healthcare team. NewYork-Presbyterian, which has a total of 2,242 beds, is one hospital offering every clinical specialty from primary care to cutting-edge quaternary care through its five campuses:

- NewYork-Presbyterian Hospital/Columbia University Medical Center
- NewYork-Presbyterian Hospital/Weill Cornell Medical Center, which includes Payne Whitney Manhattan
- The Allen Pavilion of NewYork-Presbyterian Hospital
- Morgan Stanley Children’s Hospital of NewYork-Presbyterian
- Westchester Division of NewYork-Presbyterian Hospital

The Ambulatory Care Network has sites throughout the service areas of NewYork-Presbyterian/Columbia and NewYork-Presbyterian/Weill Cornell.

The Department of Nursing’s philosophy is derived from the values of the nursing profession, as well as the mission and vision of NewYork-Presbyterian. Central to that philosophy is the creation of a learning environment for nurses and for patients. The Department is committed to providing the highest quality and service, with sensitivity to patients who come from local communities and those who travel from afar to seek the best in healthcare. Chart 1 indicates the scope of nursing services at each of the Hospital’s five campuses.
**Demographics** The Department of Nursing at NewYork-Presbyterian is diverse in age and culture. Staff include more than 4,500 Registered Nurses, with 802 Registered Nurses hired in 2006, 765 Registered Nurses hired in 2007, and 475 Registered Nurses hired as of November 2008. The Department’s nursing staff is 11.13 percent male. The Department’s workforce represents American Indian/Alaskan, Asian/Pacific Islander, African American, Hispanic, Caucasian and a number of other ethnic backgrounds. Four distinct generations of nurses—with a mean age of 40.7 years—work side-by-side at NewYork-Presbyterian. Chart 2 indicates the age breakdown of the Hospital’s nursing workforce.

**Educational Preparation** Nursing research has demonstrated that improved patient outcomes can be attributed to nurses with higher educational preparation. The improvement in patient outcomes associated with having nurses prepared at the baccalaureate level is partially attributed to the critical thinking skills associated with a BSN education. Chart 3 indicates the percentage of Registered Nurses at NewYork-Presbyterian Hospital with BSN preparation. Data are collected on an annual basis for benchmarking purposes during the first quarter of the year.

**National Certification** Recognizing that attaining certification signifies a level of clinical competency in a specialty area, the Department of Nursing continues to increase the number of specialty certification review courses available to staff through the offering of the review courses on site.

Joanne C. Giblin, BSN, RN, who is certified as a Generalist in Psychiatric-Mental Health Nursing by the American Nurses Credentialing Center, teaches colleagues about the geriatric patient with psychiatric illness, and supports them in their efforts to become ANCC certified.
Clinical Excellence

Quality Indicators and Benchmarks  The Department of Nursing monitors clinical indicators in an effort to continually improve the quality of care that is delivered to our patients. The Department of Nursing reports quality metrics on an integrated scorecard across all inpatient campuses and benchmarks performance against external databases and internally across campuses. Data are used for tracking and trending performance and monitoring results. Two primary databases are utilized for benchmarking nursing sensitive indicators at NewYork-Presbyterian. Behavioral health areas participate in the Maryland Indicator project, and other areas participate in the National Database of Nursing Quality Indicators.

National Database of Nursing Quality Indicators  The Department of Nursing has participated in the National Database of Nursing Quality Indicators (NDNQI) since 2002. The NDNQI was established in 1998 by the American Nurses Association (ANA) in response to the ANA’s Safety and Quality Initiative. Participation in this database allows for NewYork-Presbyterian to compare or benchmark patient outcomes and staffing patterns at the unit and hospital level with other facilities of the same bed size. Current indicators include:

- Nursing Hours per Patient Day
- Fall and Fall-Injury Rates (adults)
- Nosocomial Pressure Ulcers (adults)
- RN Education
- Peripheral Intravenous (PIV) Infiltrations (pediatrics)
- Pediatric Pain Assessment/Intervention/Reassessment Cycle (Pain AIR Cycle)

Quality and Performance Improvement

The Department of Nursing’s Quality Improvement program consists of the coordination of the Department’s Joint Commission and regulatory activities, as well as oversight of quality and patient safety initiatives that improve patient outcomes. In 2007-2008, these initiatives addressed:

Alba Reyes, RN, Surgical Nursing, NewYork-Presbyterian/Weill Cornell, was presented with a Clinical Excellence Award recognizing her ability to form relationships with patients and families that inspire confidence, trust, and the willingness to persevere. For the past two years, she has been leading a Performance Improvement Project focused on pain as the fifth vital sign.
Fall and Fall-Injury Rates  Since 2004, when the Hospital established its Fall and Injury Prevention and Management policy, falls and injuries have both decreased across NewYork-Presbyterian as an aggregate. Injuries from falls decreased approximately 50 percent from 0.52 to 0.25 with a statistically significant p-value of 0.00.

In 2007-2008, comfort and safety rounds aimed at the reduction of falls were implemented on medical units. In addition, staff underwent education on the Fall Prevention policy and falls reduction strategies. NewYork-Presbyterian Hospital continues to have falls with injury rates below the national benchmark.

Pressure Ulcer Prevalence  The Department of Nursing continues to monitor pressure ulcer prevalence and implemented several initiatives in 2007-2008 that has enabled the Department to demonstrate a 29.7 percent reduction in prevalence rate as of September 2008 over 2007. The Pressure Ulcer Prevention Steering Committee addressed organizational standards of care, education, and products and equipment used for reducing prevalence. In addition, the Hospital convened an organizational cross-campus quality initiative aimed at decreasing pressure ulcer prevalence. These strategies include continued staff education on pressure ulcer management, implementation of Skin Care Order Sets, and an increase in rounds with nursing leadership to a weekly basis in the ICUs.

Restraint Management  Restraint management performance is measured through direct observation of patients in restraints with subsequent documentation review of the patient’s medical record to assess compliance with the Hospital’s standards of care. Alternatives to restraints are always the first intervention. However, if a restraint is necessary to ensure the safety of a patient, the least restrictive restraint would be utilized and the patient’s rights are maintained.

In 2007, diligence of the nursing staff in the assessment of patients requiring restraints and ongoing management of patients in restraints have resulted in achievement of 100 percent compliance in the adult ICU units, adult non-ICU units, behavioral health, and at the Westchester Division. Other areas have shown
improvement from 2006, including 100 percent compliance in the women’s and children’s health units at Morgan Stanley Children’s Hospital and 95 percent compliance in the Emergency Department.

In addition, the Hospital overall sustained a 99 to 100 percent compliance with assessment and documentation of restraint use. Chart 5 depicts average results for restraint management for the period January to December 2007.

**Core Measures** The Department of Nursing participates in the monitoring of The Joint Commission core measures related to the management of pneumonia, acute myocardial infarction, and heart failure through smoking cessation counseling and pneumococcal screening with the administration of the vaccine, when indicated. Nursing leadership continues to emphasize the importance of offering smoking cessation counseling and vaccinations, when applicable, to the Hospital’s inpatient population.

In 2007-2008, performance improvement initiatives related to core measures included implementing structured documentation within the medical record for smoking cessation and immunization assessment and continued staff education on requirements.

**Patient Safety Fridays** Launched in January 2008, this Hospital-wide initiative is a major step forward toward creating a culture of safety throughout NewYork-Presbyterian, and maintaining a continuous state of
preparation for every patient as the Hospital achieves its goal of becoming a high-reliability organization. Every Friday, senior leadership, department heads, and key personnel at the Hospital’s five sites gather simultaneously to present a structured curriculum around various issues in quality and safety—some clinical, some environmental. These include such areas as expiration of medications, fire safety, interim life safety measures, patient identification, and time outs. At the end of the hour-long presentation, teams of two or three staff members work with staff one-on-one on the units doing tracers—focused interviews in which staff discuss the topics presented and identify issues in concert with Patient Care Directors that need to be addressed either at a unit level or at a Hospital-wide level. Patient Safety Fridays, with its regular schedule of safety rounds, has fostered an extraordinary collaboration among nursing staff, medical staff, the pharmacy, administration, and virtually every Hospital entity with a common goal of advancing an environment of quality and patient safety across all of the Hospital’s campuses.

**Nursing Hours per Patient Day**  Nursing leadership routinely reviews nursing hours per patient day as compared to national benchmarks. Efforts continue to assess the changing needs of patients and adjustments are made accordingly for additional staffing resources.

**Staffing Effectiveness**  Staffing effectiveness looks at the impact of staffing by comparing two clinical indicators and two human resource indicators of two identified units or areas at each Hospital campus. In 2007-2008, nursing leadership in discussion with staff identified the most salient indicators at each campus. No trends were identified, and it was determined that more data points are needed to evaluate whether a significant relationship exists. In 2008, all campuses continued with the same indicators with the exception of the Westchester Division, which changed the clinical indicators to match the needs of its campus and patient population.
Service Excellence: Patient Satisfaction

Patient satisfaction is a priority focus for the Department of Nursing. Nursing care indicators (Press Ganey) for patient satisfaction include:

- Overall patient satisfaction with nursing care
- Friendliness of the Registered Nurse
- Prompt response to call bell
- Registered Nurse’s attitude toward requests
- Attention to special/personal needs
- Registered Nurse kept patient informed
- Skill of the Registered Nurse
- Pain management

The following chart demonstrates performance on patient satisfaction with nursing care at all campuses in 2007.
The Department of Nursing supports NewYork-Presbyterian’s *We Put Patients First* initiative through the implementation of several programs. These include:

**Relationship-Based Care**  Patient satisfaction scores continued to improve in 2007-2008 through the implementation of Relationship-Based Care at NewYork-Presbyterian/Columbia. Relationship-based care is a model of care that fosters relationships between caregivers and patients, as well as between co-workers. It acknowledges the importance of spiritual, social, and emotional needs; empowers staff to address these needs and promotes teamwork to maximize time with patients and families. By integrating these principles into the daily fabric of the work environment, relationships become the central focus of patient care. Collegial relationships and patient care process improvements are fostered through Unit Practice Councils. By the end of 2008, all 23 inpatient units and patient care procedural departments (Operating Rooms, Emergency Department, and Cardiac Catheterization Lab) at NewYork-Presbyterian/Columbia will have implemented Relationship-Based Care.

**Planetree**  In 2008, the Westchester Division enjoyed its fifth year of a very active and productive affiliation with the Planetree organization. Planetree is a model of patient-centered care that focuses on healing and nurturing body, mind, and spirit. Westchester Division staff will soon participate in a third level staff retreat—a process that is one of the most powerful and successful aspects of the implementation and integration of Planetree. Previous retreats have been found to be dynamic, regenerative, and interactive, and all levels of employees participate.

**Patient-Centered Care**  As part of the *We Put Patients First* initiative, NewYork-Presbyterian/Weill Cornell has implemented a multidisciplinary approach to service excellence. This initiative integrates back-to-basic concepts and hardwired best practices from organizations such as the Studer Group. The objective is to create a patient- and family-centered culture resulting in enhanced quality outcomes and increased patient satisfaction.

Key strategies that have been implemented include leadership training and development, employee retreats, rounding with intent, writing thank you notes to staff at home, discharge phone calls, use of key words at key times, alignment of actions and behaviors with goals, and other performance improvement
initiatives such as admission ready beds, the Shining Star competition, quiet time, and service recovery.

Patient-centered care initiatives implemented at The Allen Pavilion demonstrated improvement in patient satisfaction scores, with the 2007 inpatient overall mean score exceeding the target of 80.4. Success is attributed to service recovery training for staff, and strategies that include patient rounds, post discharge calls, and survey reminders to increase response rates. Staff also participate in Commitment to Care Retreats that focus on improving the patient experience. Morgan Stanley Children’s Hospital implemented family-centered care seeking to improve patient satisfaction through involvement of the family in key decisions on the delivery of patient care. Family members are involved in Hospital committees aimed at improving care and the child and family experience. Family members have verbalized their appreciation at being involved in such efforts.

Center for Professional Nursing Practice

The Center for Professional Nursing Practice is comprised of the following programs: Practice, Quality, Education, Research, Credentialing, Informatics, and Continuing Education.

Office of Professional Nursing Practice  In 2007-2008, the Office of Professional Nursing Practice provided oversight in the following areas:

- Clinical Practice Standards (Nursing Practice Council)
- Nursing Administrative Standards (Nursing Board)
- Patient Education Program (Patient Education Advisory Council)
- Hospital Policy and Procedures impacting nursing practice (Nursing Board)

The Office of Professional Nursing Practice is also responsible for:

- Coordination and management of the review of 442 clinical standards by the Nursing Practice Council as part of the biennial review process
- Biennial review of 47 administrative standards via the Nursing Board

In 2007-2008, the Office of Professional Nursing Practice/Patient Education Program Director led the interdisciplinary team that focused on The Joint Commission patient education standard. The Director of Professional Nursing Practice co-facilitated the multidisciplinary team aimed at pressure ulcer reduction.
**Division of Nursing Education**

The primary objective of the Division of Nursing Education is to provide training and ensure ongoing clinical competency for over 4,500 Registered Nurses at the Hospital’s five campuses and across the continuum of care. The Division of Nursing Education supports the professional development of staff and nursing leadership through knowledge and skill acquisition, as well as skill transfer for the purpose of advancing clinical competency and professional growth.

Educational programs include orientation of staff, leadership development, nursing grand rounds, continuing education, e-learning modules, inservice programs, nurse extern programs, and various preceptor/mentoring programs. These programs are designed to support evidence-based nursing and management practices. The Division of Nursing Education also conducts orientation programs for per diem nurses, agency nurses, travel nurses, technicians, nurses’ aides, and unit clerks. Programs implemented in 2007-2008 included:

- Ongoing implementation of residency programs for new graduate nurses
- Ongoing mentor training to support nursing residency programs
- Introduction of a nursing attendant biannual education series
- Transition to online National League of Nursing pharmacology exam
- Collaboration with Hill-Rom clinical staff to promote education to decrease falls and pressure ulcers
- Integration and implementation of summer extern program across all campuses
- Development of acute coronary syndrome education course with EKG skills validation
- Development of self-learning modules on topics such as controlled substances to augment inservice training
- Increase in number of specialty certification review courses
- Development of and collaboration on e-learning for annual mandatory education, restraint modules, diabetes, moderate sedation, and pancreatic/liver transplant
- Implementation of Education Councils across all sites in support of shared governance
- Establishment of an online learning needs assessment
- Ongoing consultative services to Shepton Mallet Treatment Center in Somerset, England

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**Division of Nursing Education 2007-2008* Offerings**

<table>
<thead>
<tr>
<th>Type of Offering</th>
<th>Number of Participants</th>
<th>Number of Training Hours</th>
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<tbody>
<tr>
<td>Nursing Orientation</td>
<td>1,272</td>
<td>48,343</td>
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<tr>
<td>Per Diem Orientation</td>
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<td>1,013.50</td>
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<tr>
<td>Inservice Programs</td>
<td>105,560</td>
<td>94,272</td>
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<td>Support Staff Orientation</td>
<td>262</td>
<td>6,649</td>
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<tr>
<td>Unit Assistant Orientation</td>
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<td>5,033</td>
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<tr>
<td>RN Preceptor Workshop</td>
<td>198</td>
<td>1,526</td>
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<td>BLS Renewal Course</td>
<td>2,660</td>
<td>11,963</td>
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<tr>
<td>Charge Nurse Workshop</td>
<td>120</td>
<td>960</td>
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<tr>
<td>Core Course</td>
<td>232</td>
<td>5,589</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>110,536</strong></td>
<td><strong>175,348.50</strong></td>
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<tr>
<td>Continuing Education</td>
<td>9,918</td>
<td>58,489.50</td>
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</tbody>
</table>

* As of third quarter 2008

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Known for her extraordinary vision and leadership, Joanne Modica, RN, Patient Care Director, Surgical Nursing, NewYork-Presbyterian/Weill Cornell, is a proponent of professional growth. Having achieved both Nursing Administration Certification and Rehabilitation Nursing Certification, she is pursuing a Master’s degree in leadership at New York University.
The NewYork-Presbyterian School of Continuing Education for Nurses offered 234 programs in 2007 with a total attendance of 4,653 nurses. An approved provider of continuing nursing education by the New York State Nurses Association, the School offers courses on topics that include:

- 12-lead EKG interpretation
- Adult vascular access
- Basic critical care nursing
- Basic dysrhythmia recognition
- Basic physical assessment
- Emergency nursing
- Hemodynamics and the management of shock states (advanced concepts)
- Lab values
- Management of the pediatric patient
- Managing difficult people
- Oncology
- Pediatric/neonatal vascular access
- Infection control and barrier precautions training (State mandated)

In addition, the School of Continuing Education supported member hospitals in the NewYork-Presbyterian Healthcare System by coordinating and offering didactic and clinical programs including a critical care core course, a dysrhythmia course, and Peds Day. In October 2007, the Department of Nursing sponsored a symposium “More Than Ready: Put Your Hospital Ahead of the Compliance Curve,” which was presented at the New York Academy of Medicine and attended by 172 nurses from the tri-state area.

Special Programs and Continuing Education

Summer Nurse Extern Program

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Special Programs and Continuing Education

Summer Nurse Extern Program

The Department of Nursing’s summer nurse extern program provides student nurses the opportunity to have observational experiences in clinical areas while they work to support the professional nursing staff. The 10- to 12-week program is open to nursing students between their junior and senior year in a BSN program with a GPA of 3.0 or higher. In addition to providing observational learning, nursing
experts from NewYork-Presbyterian conduct didactic sessions, and nurse externs are also afforded the opportunity to attend nursing leadership panel discussions and learn about various career paths. Nurse externs are invited back later in the year to learn about career opportunities with the Hospital.

**Nursing Operations and Credentialing**

The Office of Nursing Operations and Credentialing ensures that nursing operational issues are uniformly addressed across all campuses. Nursing Credentialing Services (NCS) facilitates the appointment and reappointment of 441 Advanced Practice Nurses and the development of Delineation of Privileges for Nurse Practitioners. The NCS office also collaborates with site nursing leadership to track and monitor credentialing compliance of more than 4,500 Registered Nurses.

**Nursing Informatics**

The Office of Nursing Informatics is responsible for ensuring that the computerized medical record is optimally utilized, for facilitating the implementation of technology to improve efficiency and safety, and for applying technology to improve work processes and data management. In 2007, NewYork-Presbyterian/Weill Cornell successfully converted from Eclipsys SCC to Eclypsis XA. In 2008, the Behavioral Health Service Line converted its electronic system to XA, and The Allen Pavilion implemented IntelliDOT to enhance safety and efficiency of medication administration.

**Nurse Executive Dashboard** The Office of Nursing Informatics recently initiated a project to develop an online Nurse Executive Dashboard to minimize the time spent on data aggregation and to provide a powerful new way of tracking and trending data. The goal is to render information in a manner that will enlighten and inspire action. Phase I of the project focused on quality, patient safety, and patient satisfaction data. Phase II is addressing the integration of other metrics, such as turnover rates and vacancy rates, from various information sources.
Nursing Research

The Department of Nursing is committed to promoting nursing research and research-related activities that are essential to the development of evidence-based practice, quality outcomes, and innovative patient care strategies. The Department’s Nursing Research Governing Council and campus-specific Research Councils facilitate the approval and implementation of research projects and research-related activities; support research utilization and evidence-based nursing practice using the Stetler Model of Research Utilization; and develop the core competencies needed for staff nurses to successfully implement evidence-based practice.

Nursing research at NewYork-Presbyterian has now developed outcomes that can be reported with recent studies, including work environment surveys that identified opportunities for improvement, as well as areas of excellence. Our surveys showed that the greatest contributors to satisfaction with the work environment were nurse manager support, peer support, and physician/nurse collaboration.

In 2007, the Department’s regional and national presence was increased through 69 presentations and 27 publications. In addition, the Department initiated 11 nursing research projects and continued efforts in nursing grant acquisition.

Funded Research

- Evaluation of an Automated Approach to Quality Metrics in Telemetry—$150,000 grant from General Electric
- Automated Fall and Injury Prevention for Behavioral Health—$100,000 grant from the National Institute of Mental Health
- Nursing Residency Program—$300,000 funded over three years by the Jonas Center for Nursing Excellence (currently in year two)
- Implementation of Being Warm is “Cool”: Increasing Patient Comfort and Autonomy Through Perioperative Warming—$5,000 from the DAISY Foundation
At NewYork-Presbyterian/Columbia, Melinda Fernandez, RN, a medical/surgical nurse honored with a Clinical Excellence Award, is described as “a model of outstanding relationship-based care and collaborative teamwork,” who works diligently to strengthen team effectiveness and improve patient satisfaction.

Completed 2007 Research Projects
- The Use of Aromatherapy to Enhance Sleep in the Addiction Recovery Patient. Harris, B, et al.
- How Nurses Spend Their Time: A Multi-Site Baseline Study in Preparation for Electronic Health Record Implementation and Evidence-Based Inpatient Unit Design. Manzano, W, and Bufe, G.
  (Multi-Site Principal Investigators: Chow, M, and Hendrich, A.) [Secondary data analysis continues.]

Current Research
- Post-Baccalaureate Nursing Residency Program Demonstration Project Evaluation Study. Rivera, R, and Bufe, G. (Multi-Site Principal Investigator: Krugman, M, University of Colorado Hospital)
- NewYork-Presbyterian Nursing Residency Program. Bufe, G.
- Attitudes to Patient Education Documentation. Bufe, G, Garnica, P, and Mellino, L.
- Staff Nurse Perception on Shared Governance. Bufe, G, Mellino, L, and Moreno, J.
- Self Assessment via a Personal Health Record. Currie, L, Bufe, G, Kaufman, D, and Wilcox, A.
- Automated Fall and Injury Prevention for Behavioral Health (AFIP-BH). Currie, L, Brous, ME, Bufe, G, Repique, RJ, St. John, A, and Espinosa, L.
- Practice Environment Scale—Nurses’ Work Index. Manzano, W, and Bufe, G.

Research Utilization Projects
The Department of Nursing is proud of its overall vacancy and turnover rates, both of which are below the national average. In 2007, the Department of Nursing hired 765 new Registered Nurses, and 475 Registered Nurses were hired as of November 2008. The following initiatives continued as part of the Department’s focused efforts on recruitment and retention.

**NYU Wagner Master of Science in Management: Concentration for Nurse Leaders**  Recognizing that the role of the nurse leader is one of the most critical in contemporary healthcare organizations, the Department of Nursing partnered with the New York University Wagner Graduate School of Public Service in 2006 to develop a Master of Science in Management degree program designed specifically to offer nursing leaders the management skills and leadership experiences necessary to assume administrative roles in today’s complex healthcare organizations. The program serves the educational needs of nurses who seek to advance to positions of greater leadership or wish to be more effective in their current nurse leader roles. In September 2007, the program welcomed its first cohort with 25 NewYork-Presbyterian nurses enrolled. A second group of 20 began the program in September 2008. The new graduate degree includes customized core courses using nursing management case studies based on actual NewYork-Presbyterian situations. They are developed and taught by NYU Wagner faculty, and senior leaders from NewYork-Presbyterian are guest lecturers.
NewYork-Presbyterian Hospital
Nursing Recruitment and Retention Strategies At a Glance

Recruitment

Nursing and Human Resources Partnership
- Established Recruitment and Retention Committee
- Conducted campus recruitment and retention meetings

Corporate Recruitment Structure
- Applicant screening
- Timely responses to inquiries
- Interviewing and hiring practices

External Partnerships
- With advertising company
- With nursing schools

Recruitment Events
- Hosted open houses, off-site events, and professional events
- Held programs for nursing school program directors and diversity organizations
- Sponsored continuing education programs
- Presented at local and national meetings
- Held student nurse forums
- Held meetings for deans and directors

Retention

Leadership Development
- Managing for Excellence
- Nursing Leadership Academy through the Nursing Advisory Board
- NYU Wagner Master’s Program

Mentoring Programs
- Preceptor Programs
- Nursing Residency Programs

Orienteer Breakfasts/Lunches

Professional Practice Councils
- Shared governance

Satisfaction Surveys
- Employee feedback
- Nursing Work Environment Surveys

Clinical Ladder

Awards and Recognition
- Annual Clinical Nursing Excellence Awards
- Physician of the Year Awards
- LPN and Ancillary/Support Staff Awards

Competitive Salary and Benefits

Nurse Extern Program

Critical Care Internship

Nursing Residency Programs

Nursing Leadership Academy The Nursing Leadership Academy is a program of the Nursing Executive Center of the Health Care Advisory Board in Washington, DC. The Nursing Leadership Academy assists NewYork-Presbyterian’s nurse leaders to develop skill sets such as prioritization, staff development, and business and clinical acumen. In 2007 and 2008, topics included facilitating effective teamwork, fundamentals of nursing finance, managing conflict, optimizing core processes, data-driven departmental leadership, and instilling accountability at the frontline.

Work Environment Surveys In the second quarter of 2007, surveys were distributed to staff online to identify characteristics associated with the work environment at NewYork-Presbyterian. Major themes from all the surveys indicated the following satisfiers: nurse manager support, peer support, and physician/nurse collaboration. Nursing leadership continues to use the results of these surveys, along with the results of the employee opinion survey, to identify and implement strategies to improve the work environment of Registered Nurses.
The Department of Nursing staff consistently earn local, regional, and national recognition for their outstanding work and professional achievements, deliver presentations at national and international professional conferences, and are published in peer-reviewed journals and distinguished nursing magazines. In 2007-2008, the following individuals were honored for their professional accomplishments.

**Awards and Recognition**

**Nursing Spectrum 2008 Nursing Excellence Award Finalist**
Vinni Genovese Scheck, RN, BSN, MPH
Director of Nursing
Medical/Surgical
NewYork-Presbyterian/Columbia

**NewYork-Presbyterian Hospital President’s Circle Leadership Award**
2007
Margaret (Peggy) Quinn, RN, MPH
Director, Quality and Regulatory Compliance
Morgan Stanley Children’s Hospital

2008
Lourdes V. Mellino, MA, MEd, RN, NEA-BC
Director, Professional Nursing Practice

**NewYork-Presbyterian Hospital 2008 Nursing Excellence Award Winners**

**NewYork-Presbyterian/Columbia Advanced Practice Award**
Karin Swiencki, RN
Oncology Clinical Nurse Specialist
Medical/Surgical Oncology

**Clinical Excellence Award**
Filomena Abarro, RN
Clinical Nurse II
Specialty Nursing

Florence Bautista, RN
Adult Chemotherapy Nurse
Medical/Surgical Nursing

Mary Burke, RN
Clinical Nurse III
Critical Care Nursing

Melinda Fernandez, RN
Clinical Nurse I
Medical/Surgical Nursing

Estela Padron, RN
Clinical Nurse I
Ambulatory Care Nursing

**Nursing Leadership Award**
Mary Ann Abuedo, RN
Patient Care Director
Perioperative Nursing

**Rookie of the Year Award**
Ayn Daday, RN
Clinical Nurse I
Perioperative Nursing

**Morgan Stanley Children’s Hospital Clinical Excellence Award**
Lisa Murray, RN
Clinical Nurse III, Women and Children’s Health Nursing

Rebecca Vogel, RN
Clinical Nurse I, Women and Children’s Health Nursing

**The Allen Pavilion**

**Clinical Excellence Award**
Susan Villapaz, RN
Clinical Nurse I
Perioperative Nursing

**NewYork-Presbyterian/Weill Cornell**

**Clinical Excellence Award**
Patricia Jones-Williams, RN
Staff Nurse, Emergency Nursing

Cassandre Leon, RN
Senior Staff Nurse
Ambulatory Care Nursing

Laverne Mangum, RN
Senior Staff Nurse
Behavioral Health Nursing

Sara Marano, RN
Nurse Clinician
Critical Care Nursing

Daisy Mercado, RN
Staff Nurse
Women and Children’s Health Nursing

Joanne Modica, RN
Patient Care Director
Surgical Nursing

Kate Morris, RN
Staff Nurse
Medical/Surgical Nursing

Rosalba Ordieres, RN
Senior Staff Nurse
Perioperative Nursing

Alba Reyes, RN
Senior Staff Nurse
Surgical Nursing
**Helen S. Tanenbaum Award**
Wanda Cennerazzo See, NP
Manager
Hyperbaric Medicine Program
Adult Nurse Practitioner
Department of Surgery

**Westchester Division**

**Excellence in Nursing Award**
Joanne C. Giblin, BSN, RN
Staff Nurse
Susan D. Lantz, BA, BSN, RN
Staff Nurse

**Presentations**


Alden, NE, Scheimberg, J, Rabbitts, A, Vela, J, Bessey, PQ, and Yurt, RW: *Characterizing the Uninsured in the Burn Center.* American Burn Association.

Aponte, J, and Torres, M: *Taxicab Driver and Community Health Fair.* National Association of Hispanic Nurses 32nd Annual Conference.


Bessey, PQ, Alden NE, and Yurt, RW: *Does Ventilator-Associated Pneumonia Affect Outcome Following Burns?* American Burn Association.

Brous, E: *Implementation of the Planetree Model of Patient-Centered Care in Behavioral Health.* Annual Planetree Conference.


Davis, B: *Newborn Temperature Study. Regional Perinatal Centers’ Nursing Annual Conference.*

Davis, B: *Newborn Temperature Study. March of Dimes Conference.*

Deely, P: *Redesigning the Outpatient Visit.* Universal Health System Consortium Ambulatory Care and Group Joint Practice Meeting.

Espinosa, L: *One Hospital’s Methodology to Redefine Inpatient Care—Milieu Improvement Project.* American Psychiatric Nurses Association Annual Convention.

Finck, A: *Neurological Priorities for the Adult NP.* Boston College.

Fisher, A: *Effects of Substance Abuse on the Body.* Westchester Community College Health Fair.


Garnica, P: *Diabetes Management in the Hospital Setting: Latest Clinical Practices.* National Hispanic Nurses Association 32nd Annual Conference.

**Lori Armstrong, MS, RN, Vice President of Nursing and Patient Care Services, Morgan Stanley Children’s Hospital of NewYork-Presbyterian (right), presents the Clinical Excellence Award to Rebecca Vogel, RN, Women and Children’s Health Nursing.**
Daisy Mercado, RN, Women and Children’s Health Nursing (second from left), is congratulated on her Clinical Excellence Award by (left to right) Suzanne Boyle, DNSc, RN, Vice President of Nursing and Patient Care Services, and Laura L. Forese, MD, MPH, Senior Vice President and Chief Operating Officer, NewYork-Presbyterian/Weill Cornell, and Herbert Pardes, MD, President and CEO, NewYork-Presbyterian Hospital.


Harris, E: The Stigma of Mental Illness. Psychiatric Nursing Update.

Harris, E: Self-disclosure in Psychiatric Nursing. Psychiatric Nursing Update.

Hawks, R: AM Clinical Trials with COG: Sharing the Successes and Challenges with the COG Nurses. Children’s Oncology Group Nursing Conference.


Kramer, N, and O’Neil, L: Perinatal Safety Update. MCIC Vermont Inc.


Long, BB: Shoulder Dystocia. Obstetric Nursing Conference, Freetown, Sierra Leone.


Long, BB: Care of the Child with Asthma and Care of the Child with Diabetes Mellitus. New York State Department of Health School Nurses.

Manzano, W: Nursing and Procurement and Strategic Sourcing Collaboration. The Health Management Academy CNO and CFO Forum.


Persky, G: Relationship-Based Care. Summit of the Sages International Conference.

Persky, G: Relationship-Based Care: Impact on Safety, Quality and Satisfaction. Sigma Keynote Address. Theta Tau, Alpha Zeta Chapter.


Presciutti, M: Therapeutic Temperature Modulation—A Nursing Perspective. Nassau County American Association of Critical Care Nurses.


Seley, JJ, and Valentino, L: Diabetes Case Management: Smoothing the Transition from Hospital to Home. American Association of Diabetes Educators Annual Meeting.


Seley, JJ: Managing Diabetes in Acute Care: It Takes a Village. VHA Leadership Conference.

Smith, M: Improve the Effectiveness of Communication Among Caregivers: Eliminate Unauthorized Abbreviations on the Hospital Medical Record. NewYork-Presbyterian Quality and Patient Safety Symposium.


Woyce, M, Ramos, M, Reilly, P, and Toledo, J: Implementing Shared Governance on the Unit Level. Association of Pediatric Hematology/Oncology Nurses.


Publications


Espinosa, L, and Castelli, C: Who Will Care for the Mentally Ill? How One Hospital is Addressing the Nursing Shortage. Mental Health News. Spring 2007.


Villar, L: Quality of Life of Newborns. Advance for Nurses. 7 (2).

Clockwise, from left: At the Westchester Division, Susan D. Lantz, BA, BSN, RN (at left), is recognized as a valued member of the multidisciplinary healthcare team that provides care to adolescent patients; Filomena Abarro, RN, ensures the optimal safety and comfort of patients undergoing GI endoscopy or bronchoscopy procedures at NewYork-Presbyterian/Columbia; Rosalba Ordieres, RN, is a key member of the operating room staff at NewYork-Presbyterian/Weill Cornell; Wanda See, NP, who oversees the operations of the Hyperbaric Medicine Program at NewYork-Presbyterian/Weill Cornell, received the 2008 Helen S. Tanenbaum Nursing Award recognizing her outstanding dedication to the highest standards of patient care and practice excellence; and at NewYork-Presbyterian/Columbia, Mary Burke, RN, is heralded for her outstanding knowledge and expertise by her colleagues in the Neuroscience Intensive Care Unit.

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Top row, left to right: Nursing and Patient Care Services at each site are ably led by Suzanne Boyle, DNSc, RN, NewYork-Presbyterian/Weill Cornell (front row, third from left); Debra O’Hehir, MSN, MBA, RN, The Allen Pavilion; second row, Linda S. Espinosa, MS, RN, Westchester Division (at right); Lori Armstrong, MS, RN, Morgan Stanley Children’s Hospital (center); third row, Georgia J. Persky, MBA, RN, NEA-BC, NewYork-Presbyterian/Columbia, and members of their management teams.

The Department of Nursing wishes to acknowledge Herbert Pardes, MD, President and Chief Executive Officer, and Steven J. Corwin, MD, Executive Vice President and Chief Operating Officer, for their continued support to the Department of Nursing which enables all of our nurses in the organization to continue to practice and provide safe, quality nursing care to the patients we serve.